Module II. Self-assessment and Follow-on: How “Civic” Is My HEI?

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COURSE OVERVIEW

Module I. R&I Loop and Civic Universities

- What is R&I Loop and how it can help HEIs?
- Key concepts: What is "Civic University"?
- Case studies/ best practices of Civic Universities

Module II. Self-assessment and follow-on: How "Civic" is my HEI?

- Presentation of the self-assessment as a whole
- How to perform the self-assessment: Strategic Diagnosis
  I. Strategy Development (TOWS matrix)
  II. Business model development (3XL Canvas)
  III. RE-ACT self-assessment (complementary)
- How to follow-on the self-assessment: Validation
  I. Strategy priorization (Value Chain Analysis)
  II. Strategy execution (Pyramid of purpose)
  III. R&I LOOP Benchmark (complementary)

Module III. Engaging and measuring impact

- Fostering stakeholder engagement and participation: co-creation events, science and research communication, social involvement in research
- Impact Analysis: R&I Loop Impact Canvas

CONTENTS

- **Presentation of the self-assessment as a whole**
- **How to perform the self-assessment: Strategic Diagnosis**
  I. Strategy Development (TOWS matrix)
  II. Business model development (3XL Canvas)
  III. R&I LOOP Benchmark (complementary)
- **How to follow-on the self-assessment: Validation**
  I. Strategy priorization (Value Chain Analysis)
  II. Strategy execution (Pyramid of purpose)

MODULE II

Self-assessment and follow-on: How “Civic” is my HEI?

1. Presentation of the self-assessment as a whole

Objectives/ Learning Outcomes

- To understand the concept and methodology proposed by the R&I Loop project for HEIs to assess and (re)think their strategies with a view of becoming more civic.
- To understand how the tools proposed by R&I Loop can help HEIs in their path towards a more civic university

Boosting smart specialization and becoming civic universities

A process through which HEIs need to:

- **Rethink** their role and responsibilities beyond the academic community;
- Promote **institutional transformation**;
- **Dialogue** with the different nodes of the quintuple helix, namely with other HEIs, industry, public authorities, and citizens;
- Enhance **public engagement** in responsible research and innovation;
- Foster a wider **acceptance** of their research results;

R&ILOOP provides methodologies universities can rely on during this process to:

- Identify the needs and interest of their stakeholders (regions, companies, and citizens);
- Set research priorities based on smart specialization civic university strategies as well as on results of consultation/ negotiation/ participatory processes that engage relevant actors;
- Foster public engagement and open intervention of society in the research activities;
- Design and implement a course of action to transform the institution and reshape their research and innovation framed in three main pillars:
  - ✓ (I) Innovation;
  - ✓ (II) Governance; and
  - ✓ (III) Sustainability;
- Improve the outreach and impact of research activities and results at different levels, including local/regional economic growth.

Self-assessment + **Follow-on activities** = HEI Transformation

Self-assessment objective is to **evaluate** the level of **maturity** at the **initial point** of the process

Follow-on objective is to **define** the **goals** that the organization will pursue and the **strategies** it will follow **to achieve them**.

Effective **transformation** in the HEI, generating **governance compromise** and **institution-wide engagement.**

Technical tools & methodologies

to support both self-assessment and follow-on activities

Self-assessment+ follow-on activities

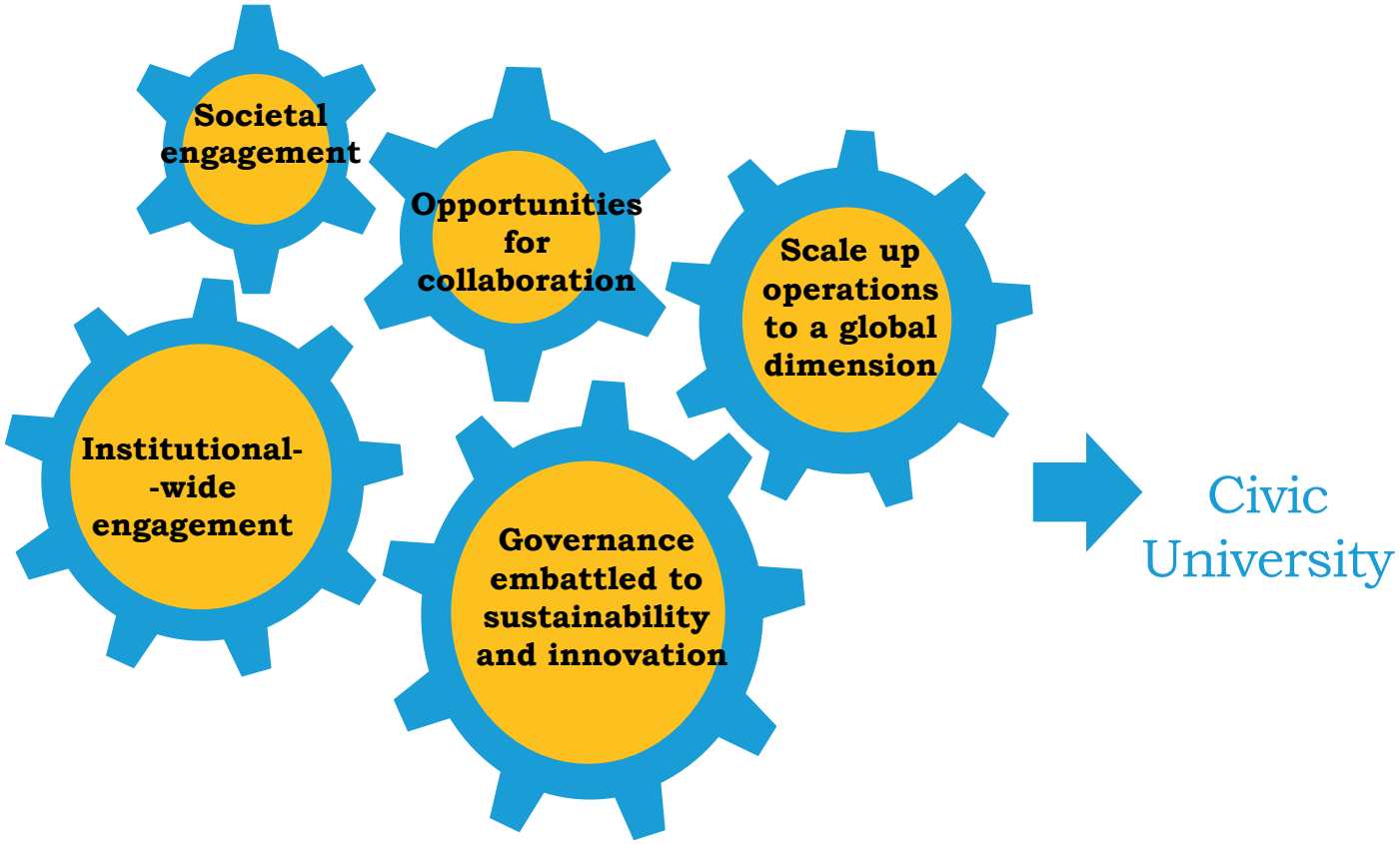
HEI Transformation

The R&ILOOP HEI's path towards a more civic university

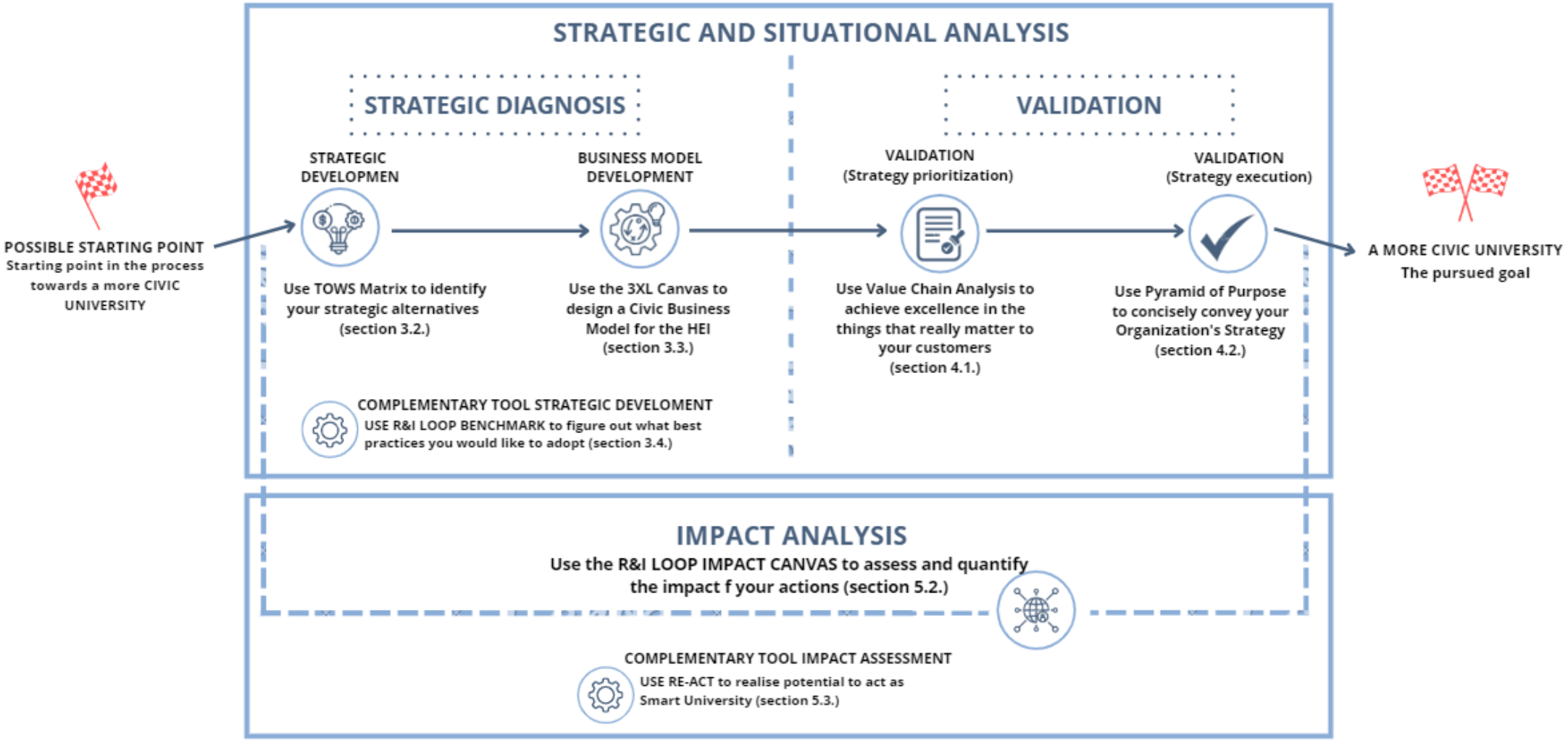
Self-assessment and follow-on activities are part of the bespoke process of HEI self-improvement towards more civic-minded learning universities, connected to their communities.

To become ***civic universities***, HEIs shall:

- Embed the societal engagement across the whole institution;
- Create opportunities for collaboration between research, students, businesses, and public institutions;
- Make its governance embattled to sustainability and innovation;
- Promote institutional-wide engagement with the city and region to which the HEI belongs;
- Scale up operations to a global dimension while rooting in its local identity.



The R&I LOOP HEI's path towards a more civic university



Main Steps

- Analyse the results of the self-assessment and follow-up
- Handle the results of the self-assessment
- Set goals for change
- Plan and implement follow-up actions
- Prioritize action plans
- Execute plans
- Evaluate the impact of the actions taken by the university and the results achieved

Implementation Activities and Support Tools

Any HEI willing to implement the R&I LOOP method is encouraged to follow these guidelines and use these templates together with the other elements of the toolkit, available in the Users Guide:

- **Setting up a working group** (Annex A2)
- **Training** (Annex A3)
- **HEI Assessment/ evaluation** (Annex A4)
- **Implementation of events** (Annex A5)
- **R&I Loop Impact Canvas** (Annex A6)

MODULE II

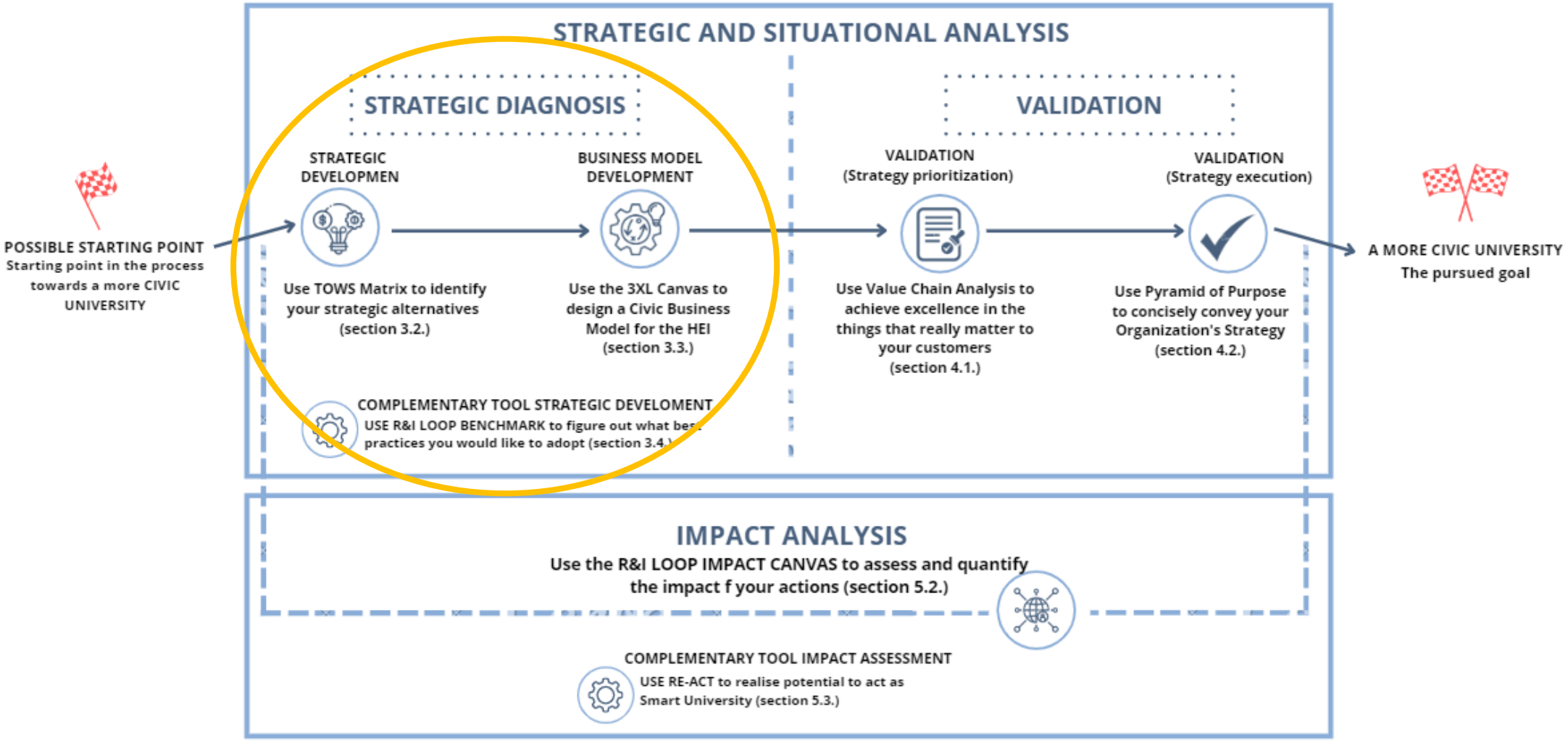
Self-assessment and follow-on: How “Civic” is my HEI?

2. How To Perform The Self-assessment: Strategic Diagnosis
    - Strategy Development: Swot Analysis And Tows Matrix
    - Business Model Development 3xl Canvas
    - R&I LOOP Benchmark (complementary)

Objectives/ Learning Outcomes

- To get to know tools that can support HEIs in performing a strategic diagnosis and identify strategic alternatives
- To perform a SWOT analysis and develop a TOWS matrix as a support for the strategy development of HEIs

The R&I LOOP HEI's path towards a more civic university



SWOT Analysis and TOWS matrix

Tools for identifying strategic alternatives for HEIs

Once the objective to be achieved has been defined, the next step is to develop the strategic options that can be implemented.

1 **SWOT analysis**

To develop a situation analysis

2 **TOWS matrix**

To develop a set of strategic alternatives by conducting an external-internal analysis

SWOT Analysis and TOWS matrix

A technique that can be used to understand the Strengths, Weaknesses, Opportunities and Threats we face in order to achieve a specific objective.

1 Examine the set of external factors → Threats (-) and Opportunities (+)

2 Examine the set of internal factors → Weaknesses (-) and Strengths (+)

Advantages:

- Better understand external threats and areas of weakness.
- Quickly find opportunities that we are actually well positioned to exploit.
- Take action to manage those that would not otherwise have been obvious.

SWOT Analysis and TOWS matrix

Threats:

Here we examine what changes in the external environment could pose a threat.

Weaknesses:

Weaknesses are obviously the opposite of strengths, or even just the absence of strengths in particular areas.

Opportunities:

Examining the external environment may result in identifying new opportunities. Another way to approach this is to examine your already completed strengths and determine if any of them could evolve into opportunities.

Strengths:

By strengths we mean the resources, products, and capabilities available which enable you to achieve a competitive advantage.

SWOT Analysis and TOWS matrix

Using the Tool

Step 1: A template for conducting the SWOT analysis is included in the first worksheet of Annex A4.1 of the Toolbox for creation and growth user's guide, where you should write down your findings in the space provided.

Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?	**Opportunities** What opportunities are open to you? What trends could you take advantage of? How ca you turn your strengths into opportunities?
Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	**Weaknesses** What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?

SWOT Analysis and TOWS matrix

Using the Tool

Step 2: On the second worksheet in Annex A4.2 of strategic options, copy the key findings from the SWOT worksheet into the area provided (shaded blue).

	External Opportunities (O) 1. 2. 3. 4.	External Threats (T) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	SO Maxi-Maxi Strategy	ST Maxi-Mini Strategy
Internal Weaknesses (W) 1. 2. 3. 4.	WO Mini-Maxi Strategy	WT Mini-Mini Strategy

SWOT Analysis and TOWS matrix

Using the Tool

Step 3: For structuring the TOWS matrix, in each combination of external an internal factors, consider how you can use them to create alternative strategic options:

- **SO** - How can you use your strengths to take advantage of these opportunities?
- **ST** - How can you use your strengths to avoid actual and potential threats?
- **WO** - How can you use your opportunities to overcome the weaknesses you have?
- **WT** - How can you minimise your weaknesses and avoid threats?

	External Opportunities (O) 1. 2. 3. 4.	External Threats (T) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	Max-Max (+,+) SO Maxi-Maxi Strategy	Max-Min (+,-) ST Maxi-Mini Strategy
Internal Weaknesses (W) 1. 2. 3. 4.	Min-Max (-,+) WO Mini-Maxi Strategy	Min-Min (-,-) WT Mini-Mini Strategy

SWOT Analysis and TOWS matrix

	External Opportunities (O)	External Threats (T)
	1.	1.
	2.	2.
	3.	3.
	4.	4.
Internal Strengths (S) 1. 2. 3. 4.	Max-Max (+,+) SO Maxi-Maxi Strategy	Max-Min (+,-) ST Maxi-Mini Strategy
Internal Weaknesses (W) 1. 2. 3. 4.	Min-Max (-,+) WO Mini-Maxi Strategy	Min-Min (-,-) WT Mini-Mini Strategy

Using the Tool

Note:

The WT quadrant – weaknesses and threats – is concerned with defensive strategies. Put these into place to protect yourself from loss, however don't rely on them to create success.

SWOT Analysis and TOWS matrix

Using the Tool

Step 4: Evaluate the options you've generated, and identify the ones that give the greatest benefit, and that best achieve the mission and vision of your organization.

Key points:

- SWOT analysis and the TOWS matrix are relatively simple tools for generating strategic options.
- They allow you to intelligently consider how you can best protect against threats and take advantage of opportunities.
- It allows you to minimise the impact of weaknesses and capitalise on strengths.

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2. How To Perform The Self-assessment: Strategic Diagnosis

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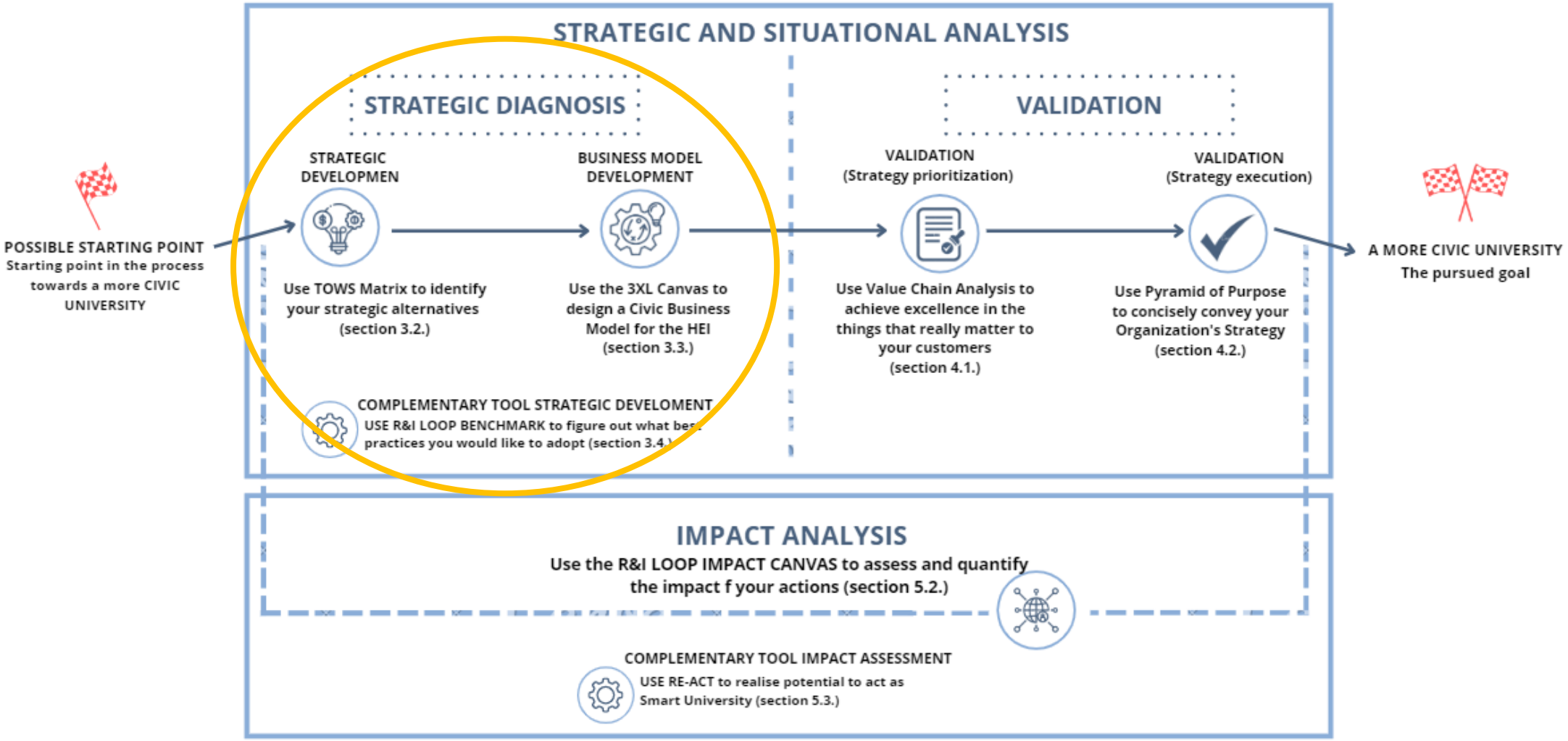
- R&I LOOP Benchmark (complementary)

Objectives/ Learning Outcomes

- To understand what is the triple layer Canvas and how it can be applied to HEIs
- To design a Business model for the HEI by completing the economic, environmental and social layer of the triple layer Canvas

The R&I LOOP HEI's path towards a more civic university



3XL Canvas

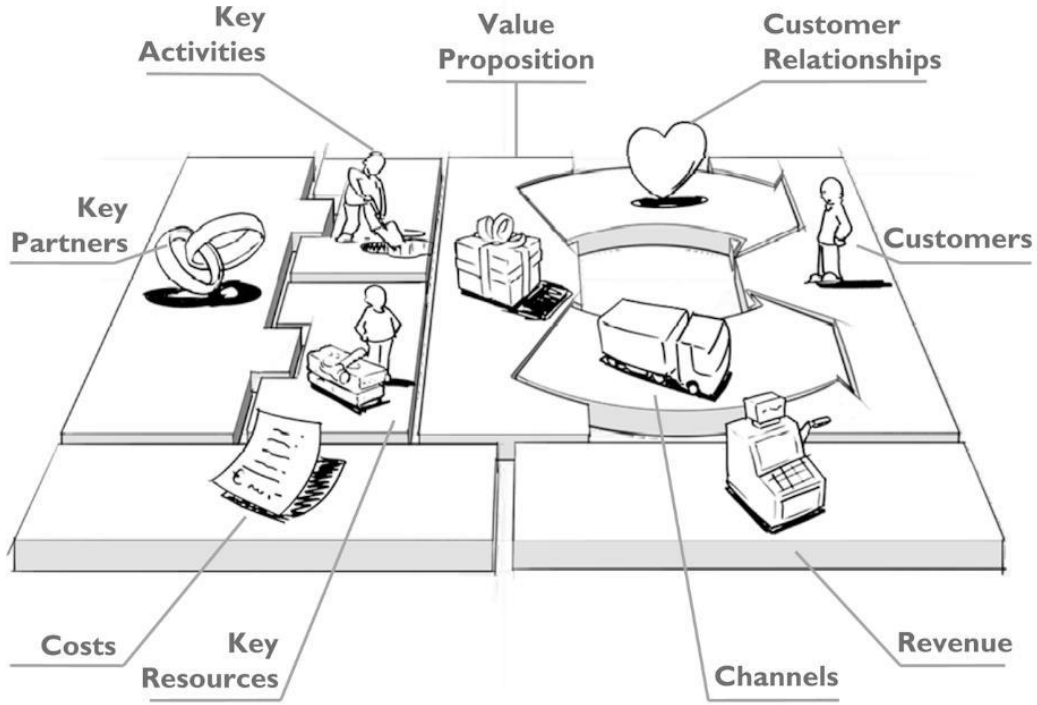
Designing a Business model for your HEI

- Structuring the Business Model: Definitions
- 9 components of the Business Model design
- Triple Layer (3XL) Canvas
  - Economic layer
  - Environmental layer
  - Social layer

3XL Canvas

Structuring the Business Model: Definitions

Business Model comprehends the value that an organization has to offer to its clients, as well as resources, social/relational capital, partners needed for creating, commercializing and distributing the associated value proposition, aiming at generating profitable and sustainable revenue streams (Osterwalder, 2004)



Business Model focus must be the Customers

Source: Osterwalder& Pigneur (2011)

3XL Canvas

9 components of the Business Model design (Osterwalder & Pigneur, 2011)

1. **Customers: Segments of the relevant market**

- Who are we generating value for?
- Customer segments are the groups of individuals/organizations that the entrepreneurial/innovative project/new company intends to achieve. We must highlight multiple segments according to our needs, behaviors or any other attributes
- When you have a specific market, the value proposition can be better tailored to the specific needs of the type customer, who has specific preferences in terms of products or services

3XL Canvas

Key components of the Business Model design (Osterwalder & Pigneur, 2011)

2. Customer relationships

- What type of relationship do you want with the customers?
- You must determine the type of relationship you want to have with the customers. You must also make the personification of the relationship with the customer according to interest typologies: customer to capture, to retain and to increase sales

3. Channels

- What are the distribution, communication and sales channels to be used to serve your customers?
- Distribution channels - means used to deliver the value proposition to customers - can be direct (ex. sales outlets, retailers, physical/own/online stores, etc.) or indirect (stores retailers, partnerships, etc.) - Defined according to the offer/type of customer

3XL Canvas

Key components of the Business Model design (Osterwalder & Pigneur, 2011)

4. Revenues

- What is the value that the customer is willing to pay for your value proposition?
- There are many modes to generate revenues diverse from segment to segment (sale of goods, sales according to the quantity consumed, cross selling of goods/services, tie-in sales (one or more other goods used with the tying good must also be purchased from him), bundling (companies sell several products/services together as a single combined unit), conditional subscription loss leader pricing (prices a product lower than its production cost in order to attract customers or sell other), loan/leasing, long term rent, ...)

3XL Canvas

Key components of the Business Model design (Osterwalder & Pigneur, 2011)

5. Key resources (+nuclear capabilities)

- What are the core capabilities/key resources needed for the successful business model?
- Top important assets for the successful operation of the business model, classified according to Human (human capital - education/training/experience), Financial (business model requires credit, financial means to acquire resources), Tangible (assets such as buildings, vehicles, machinery, distribution network, etc.) and intangible assets (intellectual property rights, patents, trademarks, design, copyrights and related rights)

3XL Canvas

Key components of the Business Model design (Osterwalder & Pigneur, 2011)

6. Key partners

- What partner networks are fundamental to the success of our value proposition
- Partner networks are crucial for the open innovation schemes, which can support the lower of transaction costs, increase sharing of resources and services, decrease costs for acquiring new resources and competences

7. Key activities

- What are our key activities for executing the business model?
- The key activities that allow the successful implementation of the business model, can vary according to the proposed value added of the project and ca comprehend different phases of the supply process, production, distribution, marketing, warranty, aftersales and replacement, among others

3XL Canvas

Key components of the Business Model design (Osterwalder & Pigneur, 2011)

8. Costs

- What are the most important costs for the business model?
- You must determine the costs of resources and activities for the business model implementation, in order to assess the need to innovate bearing in mind the concern for efficiency and cost rationalization

9. Value Proposition

- What do we offer our customers? Are we solving their problems? What problems?
- Value proposition entails products and services offered to satisfy a client's need, generating value for a customer segment. Such value can be derived from quantitative features (price, time to deliver, warranty duration, energy label), … and qualitative (certifications, brands, customer service, after sales, etc.)

Triple Layer (3XL) Canvas

Business Model focus must be the Customers → **Depends on the context** →

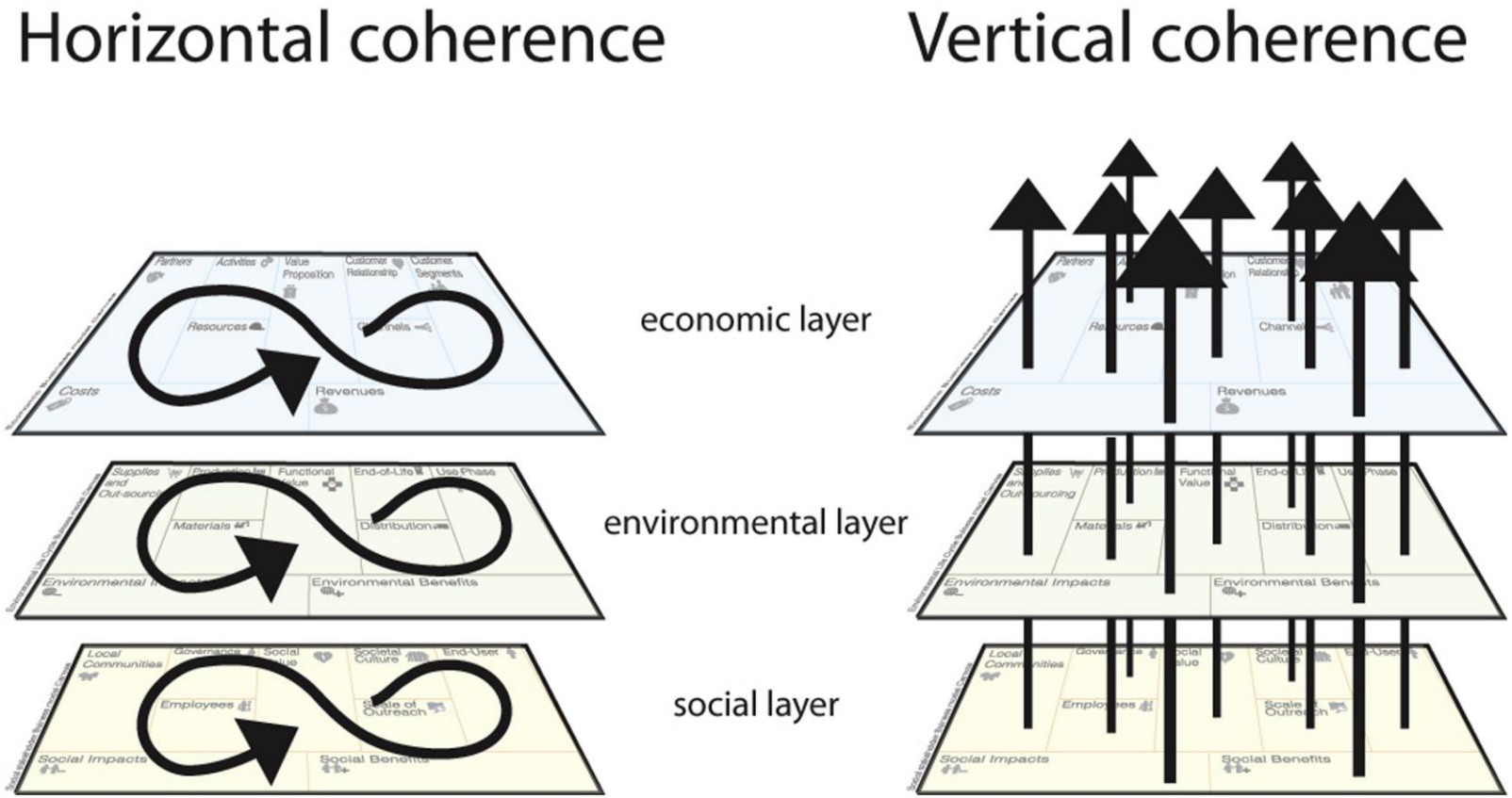
(i) Economic BMC
(ii) Environmental life cycle BMC
(iii) Social stakeholder BMC

Each layer supports a horizontal coherence, or an integrated approach to exploring an organization's economic, environmental or social impact, by highlighting key actions and relationships within the nine components of each layer.

The triple layered business model canvas creates two new dynamics: horizontal and vertical coherence.

Triple Layer (3XL) Canvas

The triple layered business model canvas creates two new dynamics: horizontal and vertical coherence.



Triple Layer (3XL) Canvas

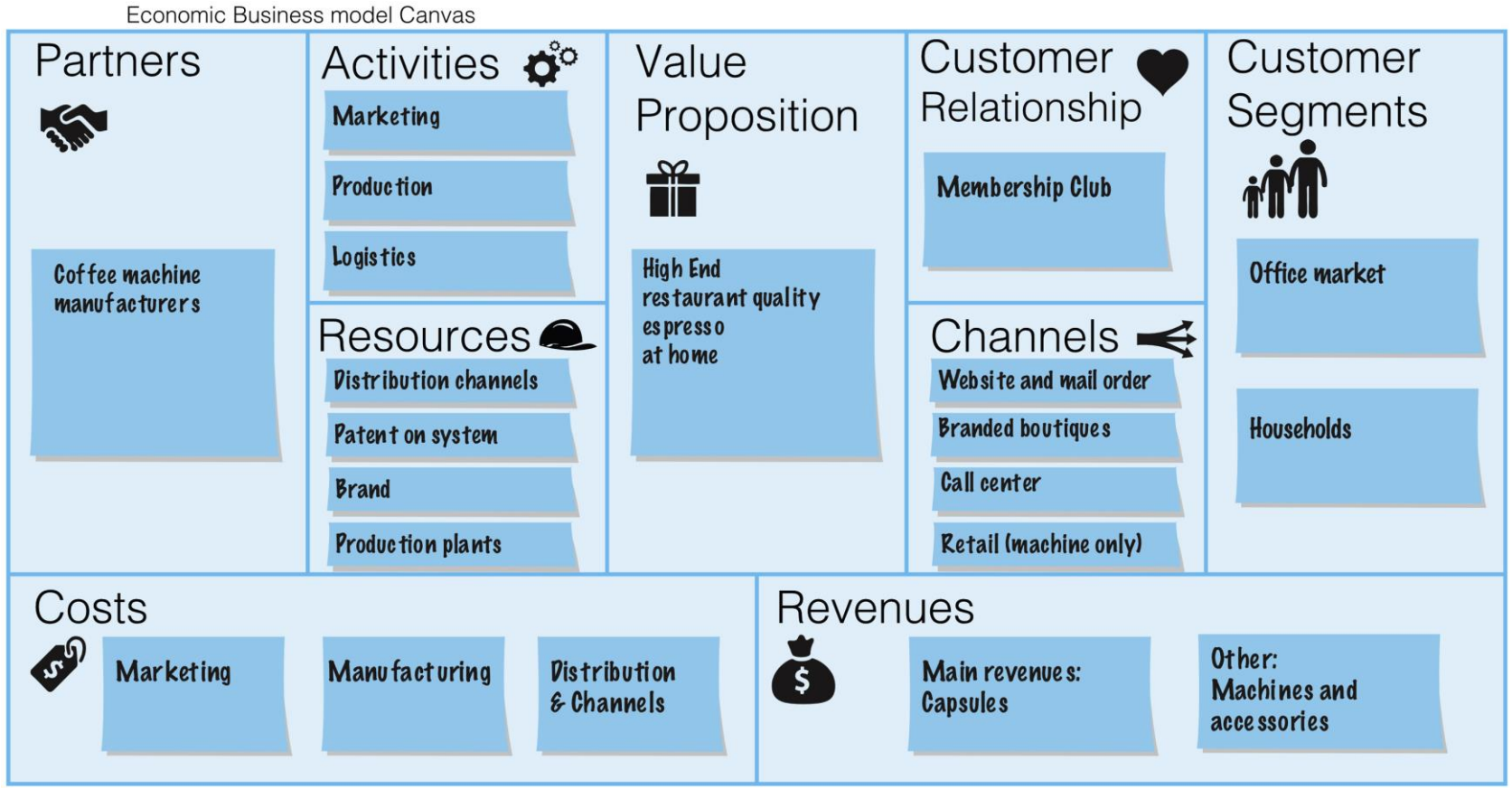
The Triple Layered Business Model Canvas is a tool for exploring sustainability-oriented business model innovation.

It adds 2 layers to the original BMC: an environmental layer based on a lifecycle perspective and a social layer based on a stakeholder perspective.

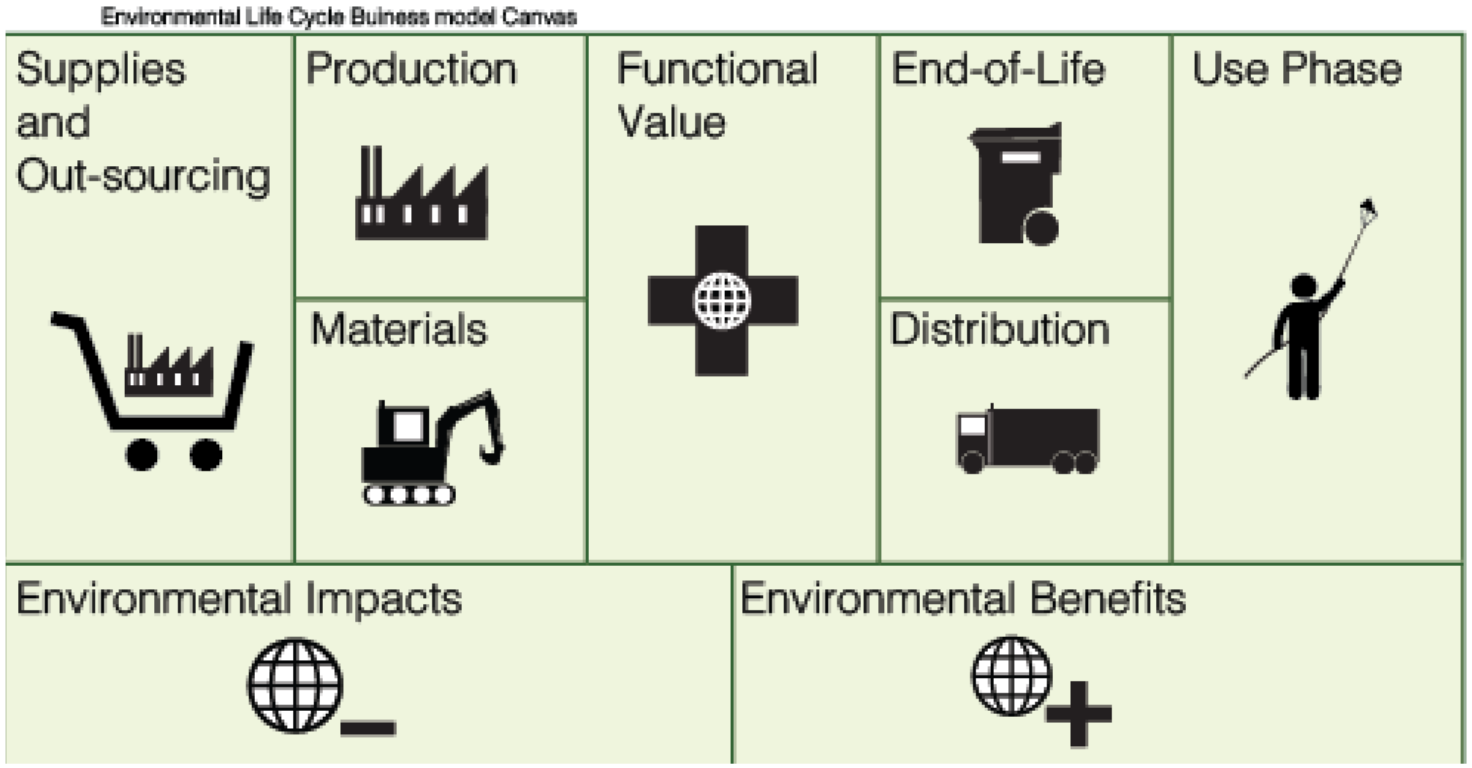
Jointly, the 3 layers clarify better how an organization generates multiple types of value – economic, environmental and social. Visually supports developing and communicating a more holistic and integrated view of a business model; which also supports creatively innovating towards more sustainable business models.

Triple Layer (3XL) Canvas – Economic Layer

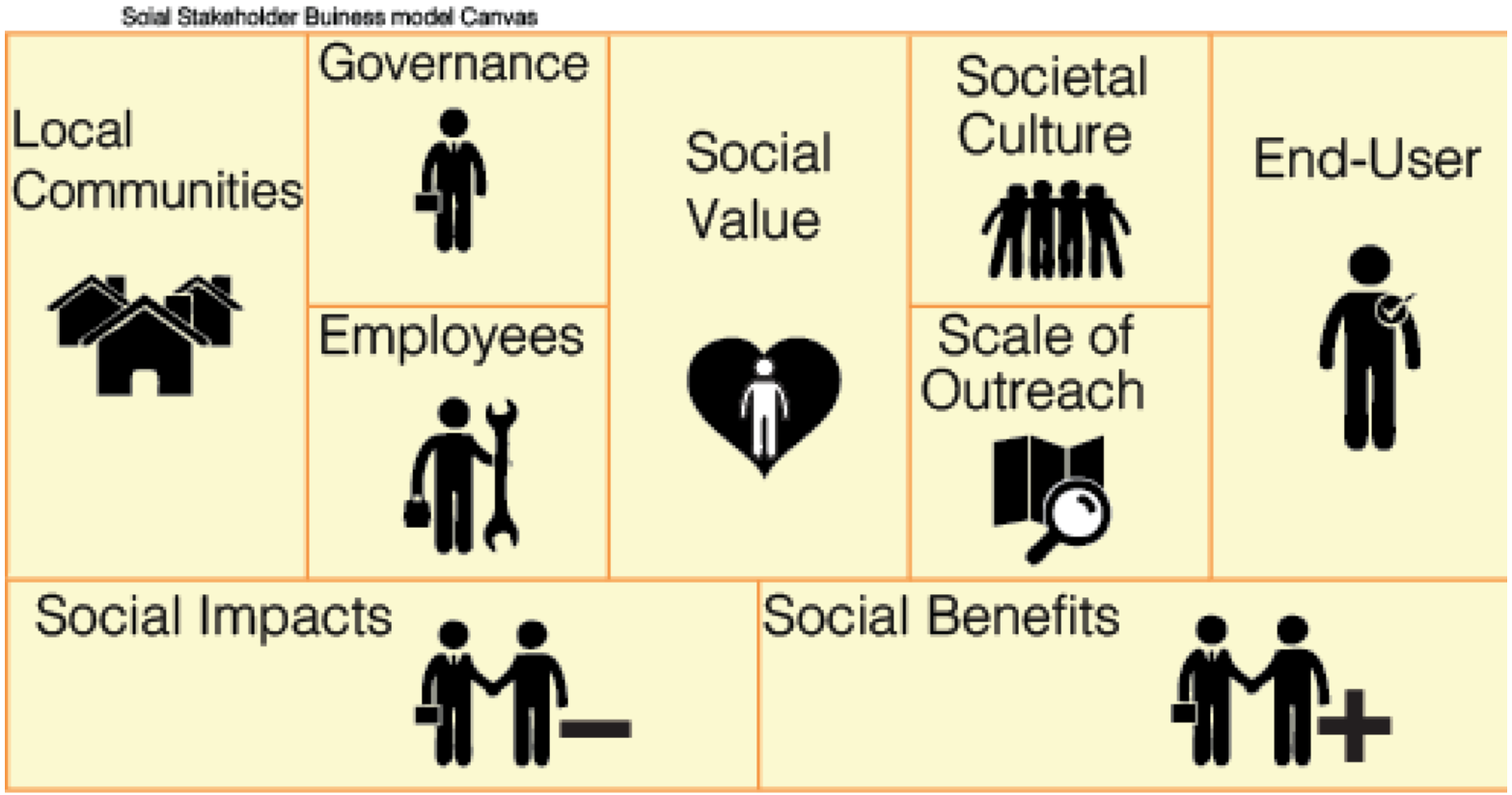
As an example, we present the Nestle Nespresso business model through the nine components which make up Osterwalder and Pigneur (2010) original BMC. Their BMC forms the economic layer of the proposed Triple Layered Business Model Canvas. The economic aspects of Nespresso's business model, begin with the quest to sell high-end restaurant quality espresso at home and is elaborated elsewhere



Triple Layer (3XL) Canvas



Triple Layer (3XL) Canvas



Triple Layer (3XL) Canvas

- Innovating towards more sustainable business models requires developing new business models which go beyond an economic focus to one which generates and integrates economic, environmental and social value through an organization's actions (Bocken et al., 2013, Willard, 2012)

- The additional layers both parallel the original BMC by highlighting the interconnections which support environmental and social impacts separately, and extend it by drawing connections across the three layers to support an integrated triple bottom line perspective of organizational impact (Glaser, 2006, Hubbard, 2009, Sherman, 2012)

- The TLBMC provides ‘horizontal’ coherence within each canvas layer for exploring economic, environmental and social value individually and ‘vertical’ coherence integrating value creation across the three canvas layers; which supports developing a deeper understanding of an organization's value creation (Lozano, 2008)

Triple Layer (3XL) Canvas

- The environmental layer of the TLBMC builds on a life cycle perspective of environmental impact. Coming from research on Life Cycle Assessments (LCA), which is a formal approach for measuring a product's or service's environmental impacts across all stages of its life (Svoboda, 1995)

- A formal LCA provides an evaluation of environmental impacts across multiple types of indicators (e.g., CO2e, eco-systems quality, human health, resource depletion, water use) over the full life-cycle of a product or service (e.g., raw material extraction, manufacturing, distribution, use and end of life)

- Coupling LCA with business innovation can support competitive product, service and business model innovations with enhanced environmental characteristics vis-v-vis traditional business innovations and support ongoing impact measurement and improvement of sustainability-oriented innovations over time

Triple Layer (3XL) Canvas – Environmental Layer - 9 components

1. **Functional value** - describes the focal outputs of a service (or product) by the organization under examination. For example, the functional unit of the Nespresso LCA is a 40 ml espresso pod, while the functional value is the total of these pods consumed by customers in a given timeframe such as a year. The point of defining the functional value is first to clarify what is being examined in the environmental layer; and second, to serve as a baseline for exploring the impacts of alternative potential business models.

2. **Materials** - refer to the bio-physical stocks used to render the functional value. For example manufacturers purchase and transform large amounts of physical materials, whereas service organizations tend to require materials in the form of building infrastructure and information technology. These service organizations also consume significant material resources in the form of assets such as computers, vehicles and office buildings. For Nespresso, materials are first and foremost the coffee beans which represent 19.9% of its carbon footprint. The aluminum used for the capsules is also to be included in the materials of the life cycle as it represents 6% of the carbon footprint.

Triple Layer (3XL) Canvas – Environmental Layer - 9 components

3. Production - Production for a manufacturer may involve transforming raw or unfinished materials into higher value outputs. Production for a service provider can involve running an IT infrastructure, transporting people or other logistics, using office spaces and hosting service points. As with materials, the focus is not on all activities but rather those which are core to the organization and have high environmental impact. For Nespresso, the industrial processes to prepare the coffee beans represent 4.5% of the carbon impact and the manufacturing of the packaging capsules represents 13.3%.

4. Supplies and outsourcing - represent all the other various material and production activities that are necessary for the functional value but not considered 'core' to the organization. Examples may include water or energy which, while they could come from in-house sources (local wells and on-site energy production); they are likely to be supplied by local utility companies. As such, many organizations have little influence in these areas unless they are willing to take more control over these actions through, for example, creating on-site energy and utility services. In the available carbon footprint data of the coffee pod manufacturer, most of the impacts of supplies and outsourcing such as the machines and pods were included in the use phase.

Triple Layer (3XL) Canvas – Environmental Layer - 9 components

5. Distribution - involves the transportation of goods. In the case of a service provider or a product manufacturer, the distribution represents the physical means by which the organization ensures access to its functional value. For Nespresso, distribution involves the shipment of coffee beans and, subsequently manufactured, coffee pods over thousands of kilometers with the total effect of representing only 4.6% of Nespresso's carbon footprint. Their distribution practices favor train over trucks. In addition, the products are packaged in cardboard boxes which represent 3.6% of their carbon footprint.

6. Use phase - focuses on the impact of the client's partaking in the organization's functional value, or core service and/or product. This would include maintenance and repair of products when relevant; and should include some consideration of the client's material resource and energy requirements through use. Many electronic products incur use phase impacts when charging a device and using an infrastructure needed to support the network of users. For Nespresso, the use phase consists of 3 elements. (1) a client's energy and water needs to prepare coffee add up to 10.9%. (2) the machine use and production represents 7.8%. And (3), the coffee pod production and washing is the largest single element of the entire life cycle with 28% of Nespresso's carbon impact.

Triple Layer (3XL) Canvas – Environmental Layer - 9 components

7. End-of-life - when the client chooses to end the consumption of the functional value and often entails issues of material reuse such as remanufacturing, repurposing, recycling, disassembly, incineration or disposal of a product. From an environmental perspective, this component supports the organization exploring ways to manage its impact through extending its responsibility beyond the initially conceived value of its products. Increasingly governments are forcing organizations to address this through various substance restrictions and recycling requirements. For Nespresso, end-of-life means addressing the impacts of its spent expresso pods consisting of spent coffee and aluminum. The capsules, the packaging and the machine in a mix of end of life scenarios that includes landfill and recycling adds up to 5.5% of Nespresso's total carbon impact. However, the pods can only be recycled if taken back to one of the 14 000 Nespresso dedicated collection points

8. Environmental impacts - focuses on the ecological costs of the organization's actions. These performance indicators may be related to bio-physical measures such as CO2e emissions, human health, ecosystem impact, natural resource depletion, water consumption. For Nespresso, its environmental impacts can point to its largest contributor, the use stage with 46.6% of the carbon footprint.

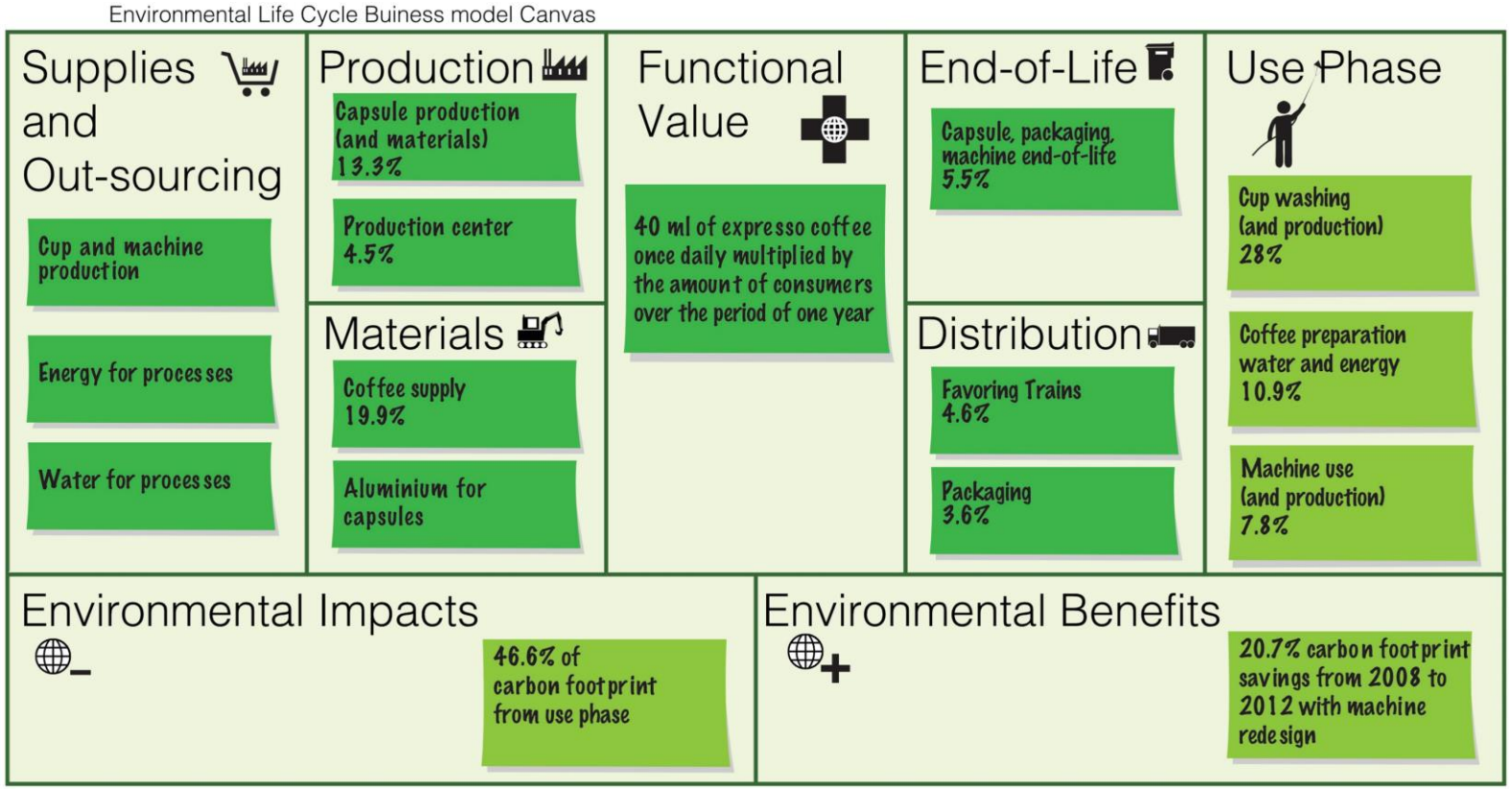
Triple Layer (3XL) Canvas – Environmental Layer - 9 components

9. Environmental benefits - encompasses the ecological value the organization creates through environmental impact reductions and even regenerative positive ecological value. From a sustainability perspective, this component provides space for an organization to explicitly explore product, service, and business model innovations which may reduce negative and/or increase positive environmental through its actions. For Nespresso, an example of this would be the 20.7% reduction in carbon emissions they achieved by redesigning the machines to be energy efficient.

Triple Layer (3XL) Canvas – The Example of Nespresso

The original BMC is used to understand how revenues outweigh costs, the main objective of the environmental layer of the TLBMC is to appraise how the organization generates more environmental benefits than environmental impacts. Allows users to better understand where the organization's biggest environmental impacts lie within the business model; and provide insights for where the organization may focus its attention when creating environmentally-oriented innovations

Environmental Layer



Triple Layer (3XL) Canvas – Social Layer

- The social layer builds on a stakeholder management approach to explore an organization's social impact (Freeman, 1984), in order to balance the interests of an organization's stakeholders. Stakeholders are groups of individuals or organizations which can influence or are influenced by the actions of an organization

- Typical stakeholders include employees, shareholders, community, customers, suppliers, governmental bodies, interest groups, though others advocate expanding stakeholders to include groups such as media, the poor, terrorist groups, and even non-human actors such as natural ecosystems (Miles, 2011, Post et al., 2002, Hart and Sharma, 2004)

- There are a number of approaches for addressing social impacts in business such as: social life cycle assessments (Jørgensen et al., 2008), ISO 26000 and other common standards (Pojasek, 2011, Moratis, 2011), and social impact factors (Benoît et al., 2010). They all build from a stakeholder perspective; thus our decision

Triple Layer (3XL) Canvas – Social Layer - 9 components

1. **Social value** - an organization's mission which focuses on creating benefit for its stakeholders and society more broadly. For sustainability-oriented firms, creating social value is likely a clear part of their mission. For Nespresso, they use the term creating shared value. Their intended social value can be interpreted through their "roadmap for sustainable growth" where one of their core competencies is developing long term value from mutually beneficial relationships with coffee farmers. A broader understanding of the company's social value can be extrapolated from its corporate business principles "to enhance the quality of consumers' lives every day, everywhere, by offering tastier and healthier food and beverage choices and encouraging a healthy lifestyle"

2. **Employee** - consider the role of employees as a core organizational stakeholder. A number of elements may be included here (amounts and types of employees, salient demographics such as variations pay, gender, ethnicity, and education (to name a few) within the organization). Provides a space for discussing how an organization's employee-oriented programs – e.g. training, professional development, additional support programs – contribute to the organization's long term viability and success. Nespresso's goals are its rapid employee growth since its founding, that some 70% of its employees are customer-facing, its employees work in over 60 countries and themselves represent more than 90 nationalities - maintaining a positive workplace and strong customer relationships likely need to be considered a core part of its business.

Triple Layer (3XL) Canvas – Social Layer - 9 components

3. Governance - captures the organizational structure and decision-making policies of an organization. In many ways, governance defines which stakeholders an organization is likely to identify and engage with and how the organization is likely to do so. Organizations can vary in their governance including ownership (e.g., cooperative, not-for profit, privately owned for-profit, publicly traded for-profit), internal organizational structures (e.g., organizational hierarchy, functional v. unit specialization), and decision-making policies (e.g., transparency, consultation, non-financial criteria, profit sharing) and each of these points can influence how an organization may engage stakeholders in creating social value. As an autonomous business unit within Nestlé, Nespresso has made a point of being transparent in decision making and actively engaging stakeholders to create value

4. Communities - there are social relationships built with suppliers and their local communities. These two stakeholders come together as communities when aligning the three layers of the TBLMC. When interacting with communities, an organization's success can be greatly influenced through developing and maintaining mutually beneficial relationships. For Nespresso, developing successful supplier relationships within coffee farmers is particularly important as it requires large quantities of high quality coffee. To meet its coffee demands, Nespresso has partnered with the NGO Rainforest Alliance to train and support over 62 000 farmers in ways to sustainably improve their coffee quality and yields, which in turn increase their incomes

Triple Layer (3XL) Canvas – Social Layer - 9 components

5. Societal culture - recognizes the potential impact of an organization on society as a whole. Returning to the point that business cannot succeed when society fails, this component leverages the concept of sustainable value to acknowledge an organization potential impact on society and how, though its actions, it can positively influence society. For Nespresso, one could argue that individual cup servings of restaurant quality points to a culture of individualism. On the other hand, Nespresso's strong corporate social responsibility practices and programs can be interpreted as a culture of accountability and pro-activeness.

6. Scale of outreach - describes the depth and breadth of the relationships an organization builds with its stakeholders through its actions over time. This may include the idea of developing long term, integrative relationships and the outreach of impact geographically – e.g. local, regional, or global focus; as well as an organization's impact in how and whether it addresses societal differences such as locally interpreting ethical and or cultural actions across different cultures and countries. For Nespresso, the scale of outreach is represented by a growing company operating in over 60 countries with over 320 storefronts. Its outreach is also deep and diversified when creating additional social programs such as language education and micro-credit programs for its supply chain.

Triple Layer (3XL) Canvas – Social Layer - 9 components

7. End-users - the person who 'consumes' the value proposition. This space is concerned with how the value proposition addresses the needs of the end-user, contributing to his/her quality of life. Users with similar needs have typically been segmented based on relevant demographics – e.g., age, income, ethnicity, education level, etc. Importantly, the end-user is not always the customer as defined in the economic layer of the business model canvas. For Nespresso, the end-user often happens to be the customer who seeks high-quality/low-effort coffee on demand in the economic canvas. In the social canvas, Nespresso seeks to provide value by meeting the user's need in terms of taste, warmth and a caffeine boost.

8. Social impacts - addresses the social costs of an organization. It complements and extends the financial costs of the economic layer and the bio-physical impacts of the environmental layer. Common indicators include working hours, cultural heritage, health and safety, community engagement, fair competition, respect of intellectual property rights, etc.. For Nespresso, negative social impacts could stem from its engagement with local farmers, potentially disrupting or displacing existing cultural farming and social practices; or potentially the impact of caffeine addiction should perceptions change to consider caffeine a social ill as with tobacco, alcohol, and junk food.

Triple Layer (3XL) Canvas – Social Layer - 9 components

9. Social benefits - the positive social value creating aspects of the organization's action. This component is for explicitly considering the social benefits which come from an organization's actions. For Nespresso, social benefits may include the personal development and community engagement impacts of providing training opportunities for its employees directly and indirectly with its coffee suppliers through its partnership with the Rainforest Alliance.

Triple Layer (3XL) Canvas – The Example of Nespresso

Social Layer

Social stakeholder Buiness model Canvas

Local Communities

62 000 farmers (84% of production) participates in the AAA Sustainable farming program developed in partnership with the Rainforest Alliance

Governance

Autonomous business unit

Transparency in decision-making

Employees

Positive workplace with over 90 nationalities represented

Strong customer relationships as 70% of employees are customer-facing

Social Value

Enhance the quality of consumer's lives offering tastier and healthier food and beverage choices

Developping long term value from mutually benefical relationships with coffee farmers

Societal Culture

Culture of individuality with single servings

Culture of responsibility through programs and collection points

Scale of Outreach

60 countries across the world with over 320 storefronts

Education and micro-credit services for supply chain

End-User

Caffeine boost

Warmth

Taste

Social Impacts

Potential Caffeine dependancy

Potential displacement of traditional farming practices and crops

Social Benefits

Community engagement leading to improving the quality of life of stakeholders

Personal development of farmers through training programs

Triple Layer (3XL) Canvas – blank samples

Economic Business model Canvas

Partners	Activities	Value Proposition	Customer Relationship	Customer Segments
	Resources		Channels	
Costs		Revenues		

Environmental Life Cycle Buiness model Canvas

Supplies and Out-sourcing	Production	Functional Value	End-of-Life	Use Phase
	Materials		Distribution	
Environmental Impacts		Environmental Benefits		

Triple layered business model canvas

Social Stakeholder Buiness model Canvas

Local Communities

Governance

Employees

Social Value

Societal Culture

Scale of Outreach

End-User

Social Impacts

Social Benefits

MODULE II

Self-assessment and follow-on: How “Civic” is my HEI?

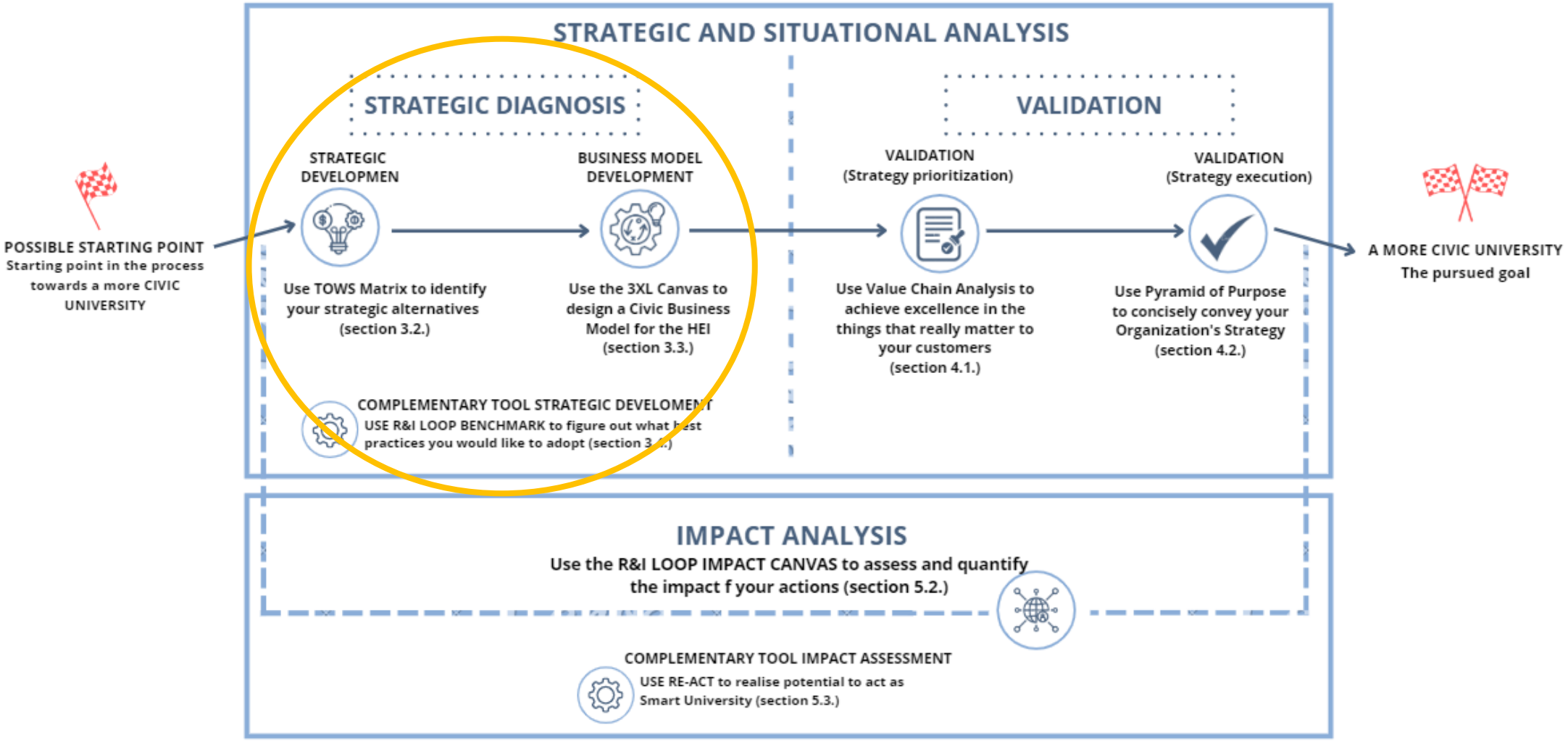
2. How To Perform The Self-assessment: Strategic Diagnosis

- Strategy Development: Swot Analysis And Tows Matrix
- Business Model Development 3xl Canvas
- R&I LOOP Benchmark (complementary)

Objectives/ Learning Outcomes

- To identify inspiring examples of other universities that can be used as good practices to follow in order to accomplish the defined profile of civic university
- To define what needs to be adapted from the identified good practices and which goals will be achieved by the HEI when adapting the good practices to its specific context

The R&I LOOP HEI's path towards a more civic university



Benchmark

First, each organisation needs to figure out what kind of civic university they would like to become. **R&ILOOP Benchmark** will help universities in this process:

40 best practices R&I Loop Project

↓

3 practices that best fit the organization's objectives to become a civic university

TIP: The organisation should identify practices that fit the three pillars **(Innovation, Sustainability and Governance)**

Benchmark

The three best practises are practises which other organisations (mostly HEIs) have undertaken, so there will be differences towards the organisation that intends to implement them

Which parts of the best practise that your HEI is already performing?

Which parts of the best practise that your HEI is not performing?

In this way, the organisation can situate itself and see what is already being done correctly and what it still needs to be done to apply these best practices and get closer to being a civic university

Benchmark - Template

The template contains three rows to explain the three chosen best practises. Additionally, a space to explain other goals that the HEI personally has in order to become a civic university

	Name of best practise	What is my organisation already performing of this practise?	What does my organisation need to adapt in order to implement this practise?	What are my HEI goals related to this practise?
1				
2				
3				

Other HEI Goals	

MODULE II

Self-assessment and follow-on: How “Civic” is my HEI?

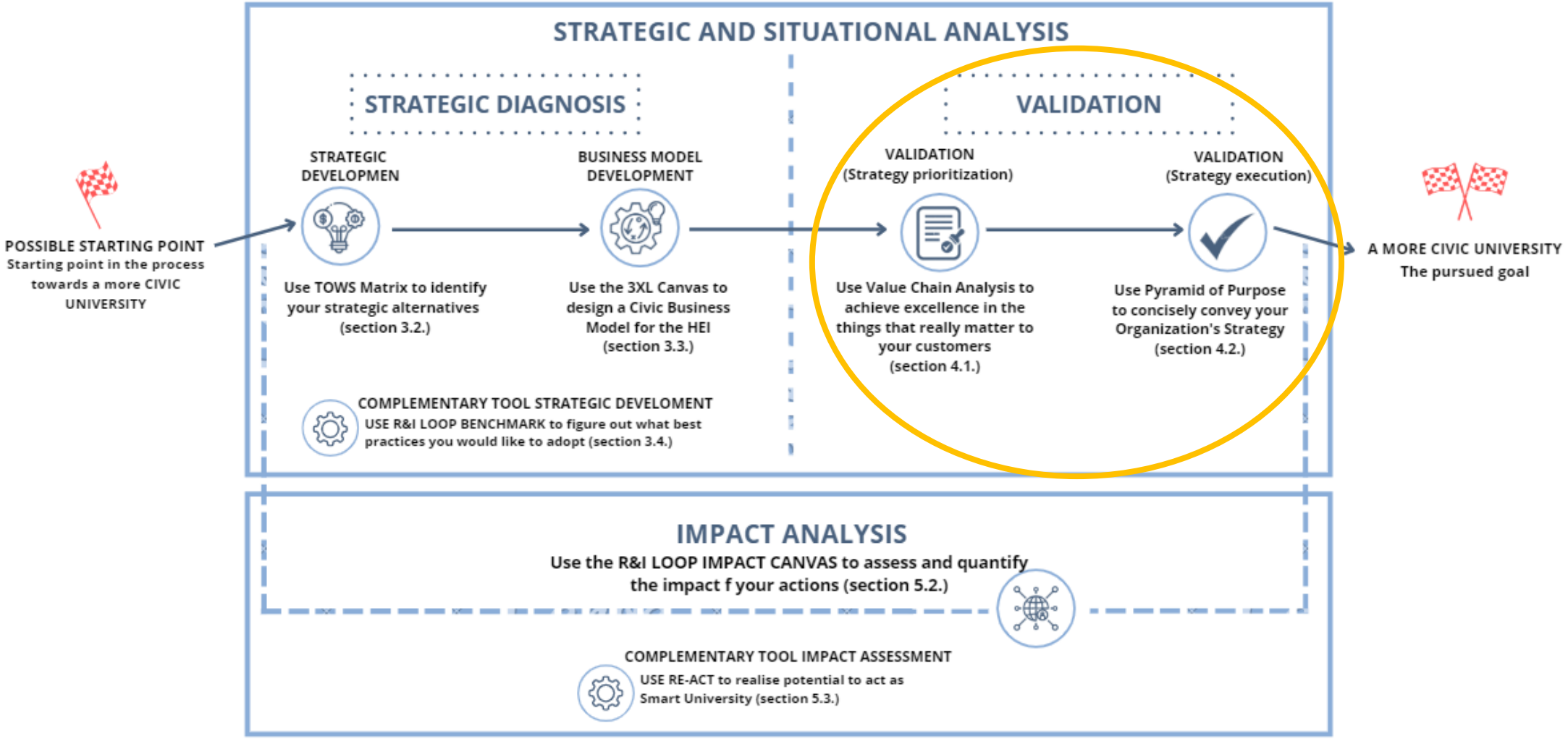
3. How to follow-on the Self-assessment: VALIDATION

- Strategy priorization: Value chain analysis
- Strategy execution: Pyramid of purpose

Objectives/ Learning Outcomes

- To understand what is strategy priorization and how it can be used in the validation of the strategic and situational analysis of an HEI
- To use the value chain analysis in order to prioritize strategies for an HEI

The R&I LOOP HEI's path towards a more civic university



Value Chain Analysis

Tools for prioritize strategies for HEIs

Since available resources are often limited, HEIs must focus their efforts and prioritise which strategies are developed first. To help in this step, we propose to make use of Value Chain Analysis to help the institution focus on what really matters.

Value chain analysis is a useful tool to determine how to get the most value from an organisation.

This value does not necessarily have to impact outside your organisation - it can benefit:

Your manager

People who depend on you

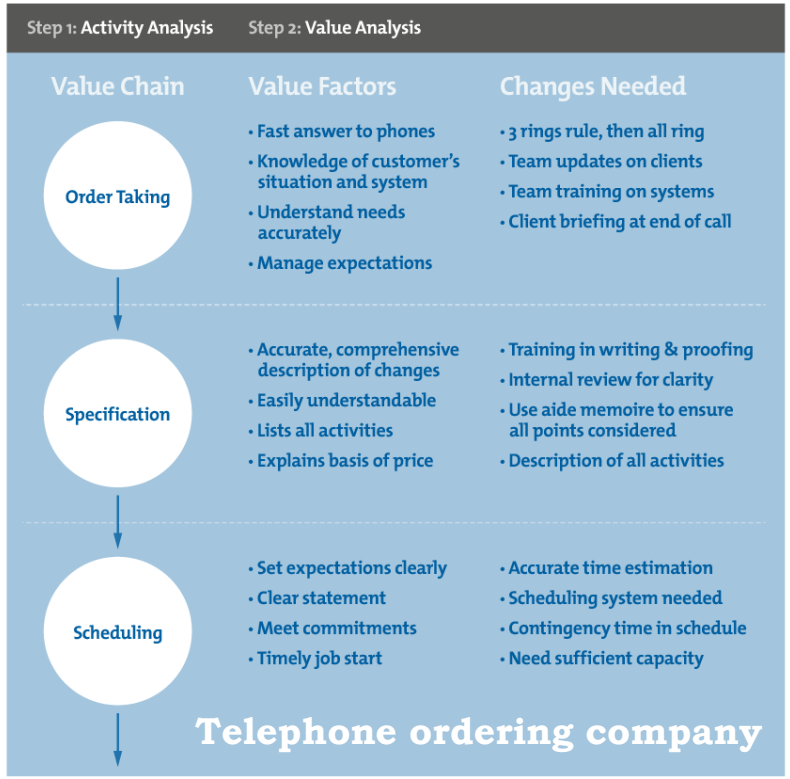
Your co-workers

Value Chain Analysis

Value chain analysis helps you identify the ways in which your organisation creates value and then helps you think about how you can maximise this value, whether through great products, great services, or jobs well done.

Value chain analysis is a three-step process:

- **Activity analysis**: First, it identifies the activities you perform to deliver your product or service.
- **Value analysis**: Second, for each activity, think about what you would do to add the most value.
- **Evaluation and planning**: Third, you assess whether it is worth making changes and then plan the action.



Value Chain Analysis

Activity analysis

The first step is to brainstorm the activities your team performs that in some way contribute to the customer experience.

For example:

- How do you motivate yourself or your team to perform well?
- How do you keep up to date with the most efficient and effective techniques?
- How do you select and develop the technologies that give you the edge?
- How do you get external feedback on how you are doing and how you can improve?

TIP

If you carry out the Activity Analysis and Value Analysis starting by a brainstorming with your team, you'll almost certainly get a richer answer than if you do it on your own.

Value Chain Analysis

Value analysis

For each activity identified, list the “Value Factors“ and next to them, write down what needs to be done or changed to provide great value for each Value Factor.

For example: If you are considering the provision of a professional service, your client will most likely value a solution:

- accurate and correct
- a solution based on fully up-to-date information
- a solution that is clearly expressed and easily actionable

Write down what needs to be done or changed to provide great value for each Value Factor.

Value Chain Analysis

Evaluate changes and plan action

By now you will have generated a lot of ideas for increasing the value you offer to customers, it's time to take action.

Be careful at this stage: you could easily waste your energy on a hundred different tasks and never complete any of them.

1. Choose the quick, easy and cheap wins
2. Select the more difficult changes. Some may be impractical. Others will bring only marginal improvements, but at great cost. Discard them.
3. Prioritise the remaining tasks and plan how to address them in a feasible and incremental way to achieve constant improvements and maintain the enthusiasm of the team.

Value Chain Analysis

TIP

If you have a strong enough relationship with one or more of the beneficiaries of the improvements, it may be worthwhile to present your findings to them and get their feedback: it's a good way to confirm that you are right or to better understand what they really want.

Value chain analysis is a useful way to reflect on the ways in which value is delivered from within the organisation and to review all that can be done to maximise that value.

Key points:

- ✓ **Activity analysis**, in which you identify the activities that contribute to the delivery of your product or service.
- ✓ **Value analysis**, where you identify the aspects that customers value in the way each activity is carried out, and then work out what changes are needed.
- ✓ **Evaluation and planning**, where you decide what changes to make and plan how to make them.

Value Chain Analysis

Template

Step 1: Activity Analysis	**Step 2:** Value Analysis	**Step 1:** Evaluation and Planning
Value Chain	Value Factors	Changes Needed

MODULE II

Self-assessment and follow-on: How “Civic” is my HEI?

3. How to follow-on the self-assessment: VALIDATION

- Strategy priorization: Value chain analysis
- Strategy execution: Pyramid of purpose

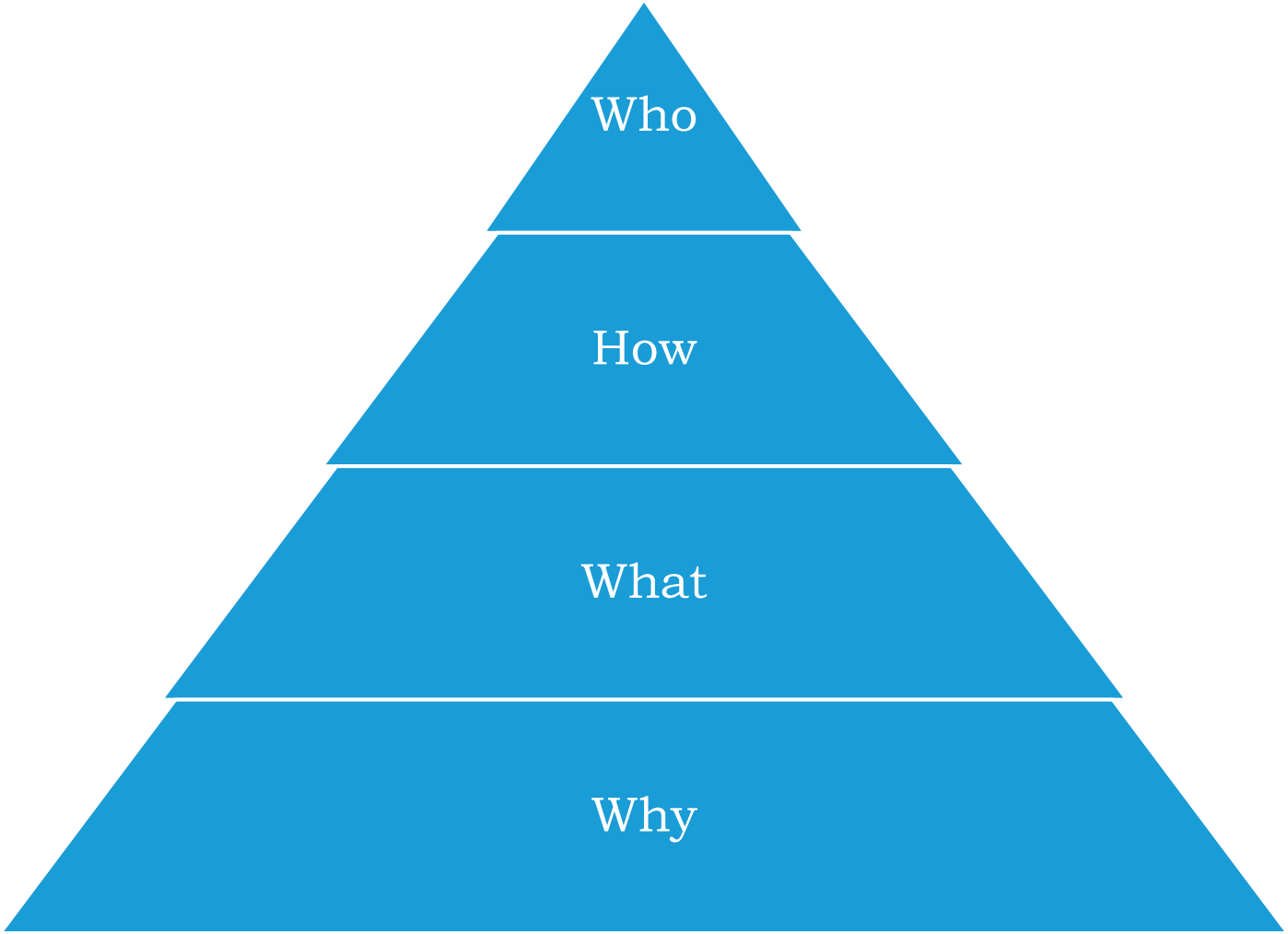
Objectives/ Learning Outcomes

- To understand the importance of communicating the vision and strategy of an HEI among internal and internal stakeholders
- To use the pyramid of purpose as a practical tool to support an HEI in communicating its strategy

Pyramid of Purpose - Overview

To succeed in the process of becoming more civic universities, organisations must align all internal and external stakeholders with the pursued vision. To help in this step, we propose to use of the **Pyramid of Purpose** to help management communicate the organization strategy.

The Pyramid of Purpose is a tool for **strategy execution that emphasizes the communication** aspect of strategy. This is because it is a tool that graphically describes the elements of the chosen strategy.



Pyramid of Purpose - Overview

Four tiers

Who

How

What

Why

New tiers will emerge with new questions which have to be answered according to the lower tiers

Base of the pyramid: the whole process will be structured based on it

With this approach, a tool is created that allows the planning of how to execute the strategy, as well as facilitating the explanation of the strategy, as it is a very structured tool.

Pyramid of Purpose – Why?

Why?

What is the reason why my organisation exists?

Here, the purpose of the organisation itself will be specified

This first tier is the base of the pyramid, so the ultimate purpose of the organisation will appear here and will determine the whole path of the strategy.

Why

Pyramid of Purpose – What?

What?

What needs to be done to fulfil the organisation's purpose?

The organisation's activity plan will be here established

The organisation's goals must be listed. These goals will be measurable and actionable tasks that will allow the organisation to get closer to its purpose.

What

Pyramid of Purpose – How?

How?

What actions need to be taken to check the goals? When do actions need to be taken?

The next step will be to see how they are done.

For the list of activities set out in 'What', it will be necessary to specify how they are to be carried out.

Pyramid of Purpose – Who?

Are there people in the organisation to complete each of the tasks?

What competencies will the people in charge of performing the tasks need?

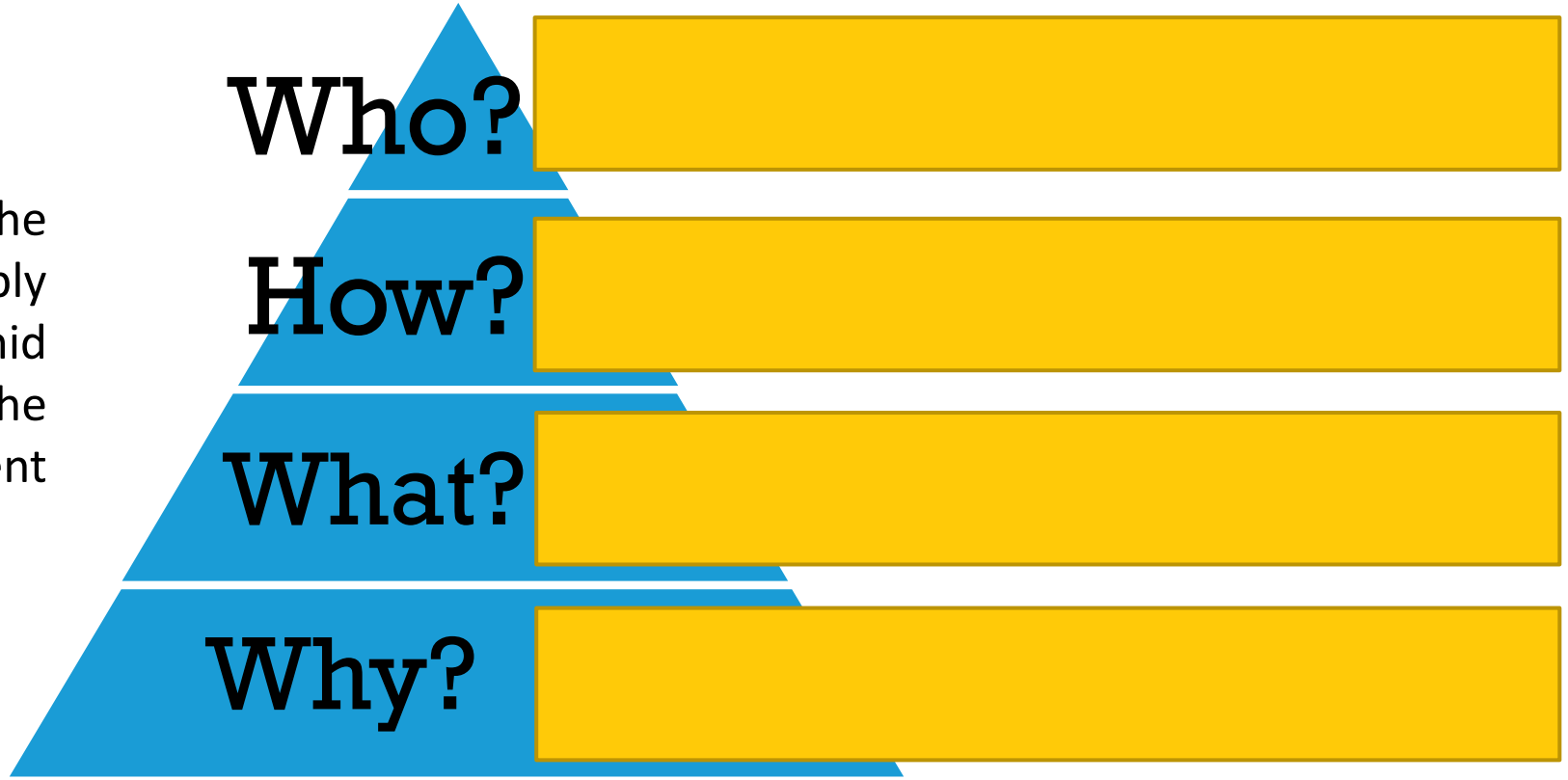
Specify the human resources that will enable you to carry out the activities described previously

This last tier is often overlooked in other strategic planning models

This last step will therefore make it possible to study whether the HEI has the necessary human resources to implement the strategy defined in the three previous tiers

Pyramid of Purpose - Template

The template of the Template of Purpose simply shows an standard Pyramid to be fullfilled with the strategies of the different HEIs

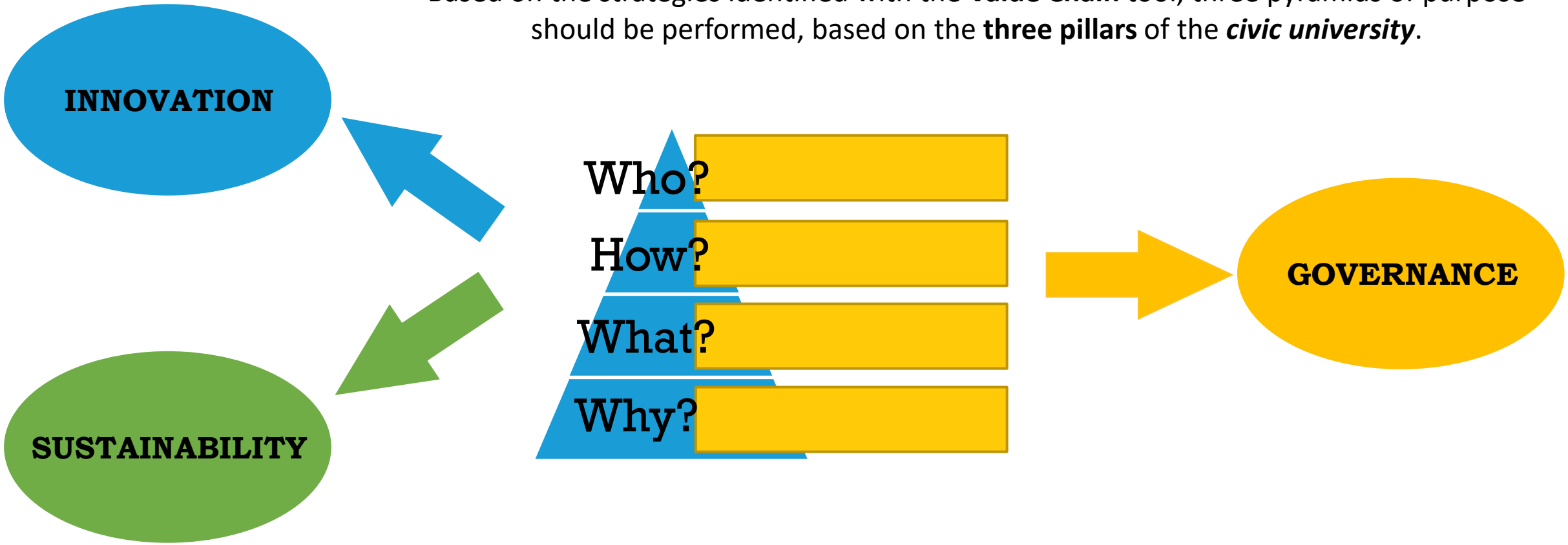


TIP

At each step of the pyramid, as it is made, check that the relationship with each of the previous tiers is maintained. Only in this way will the pyramid be robust.

Pyramid of Purpose – Application to R&I LOOP

Based on the strategies identified with the **Value Chain** tool, three pyramids of purpose should be performed, based on the **three pillars** of the ***civic university***.



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